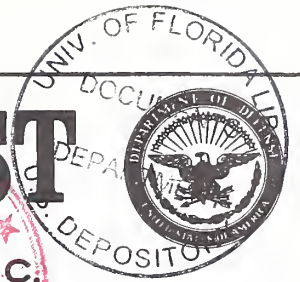


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More Involvement By JCS, Services

Secretary Laird Introduces New Budget Planning System

When Secretary of Defense Melvin Laird told an Overseas Writers Club audience "we have changed the operation and management of the Pentagon in a very significant fashion" he was reflecting the results and personal observations made during 16 years in Congress as a member of the Defense Appropriations Committee.

The Defense Department's new planning-programming-budgeting system, which modifies the procedures for maintaining the Five Year Defense Program (FYDP) and preparing the budget, is a good example of the "significant changes" which have occurred in Defense Department management during the 10 months Secretary Laird has been in office.

Noted in FY '71 Budget

The new system will be evident to some extent, in the Fiscal 1971 budget, while the Fiscal 1972 budget cycle, and each succeeding year, will totally reflect the innovations instituted by Secretary Laird.

Basically, it is what budget officials call a "fiscally con-

strained budget" rather than a "requirements based budget," as practiced in past administrations. In other words, what the services believe their operating requirements are, must in the final analysis be compatible with a total Defense figure coming down from the Office of Secretary of Defense.

System Not Complicated

If that sounds complicated, don't be misled, because the Joint Chiefs of Staff and all the Services will be involved through a much longer period of time under Secretary Laird's new budget preparation system than under the old method.

Under the old system the Joint Chiefs of Staff put down what they thought they needed for national defense and then left the picture. This amount was cranked in from that. Now, since Defense will be practicing fiscal constraint, the JCS will stay with the process for a longer period of time and work out the balance of forces within the overall number.

Another major point in the new system is designed to inter-

(Continued on Page 2)

Reserve Forces Assist DoD Domestic Action Programs

The Reserve Forces Policy Board has established a three-man task force to determine how to implement Domestic Action Programs through the reserve organization.

The task force, headed by Air Force Reserve Major General Clarence Davies, will monitor Domestic Action Programs, look over programs that might be planned and review "other suggestions as to how they might be improved and furthered in the reserve forces."

Other members are Army National Guard Major General Martin Foery and Naval Reserve Rear Admiral Chester Taylor.

The Domestic Action program was established by Secretary of Defense Melvin Laird. In a June 30 memorandum he urged commanders to use the physical resources of their facilities "to the maximum extent possible," and encouraged individuals to voluntarily participate during off-duty hours in programs designed to help solve some of the nations domestic problems.

Although Reserve, National Guard and Air National Guard units are already engaged in Domestic Action Programs, Gen. Davies said the task force will try to "improve them and see



Representatives of the Reserve Forces Policy Board, left to right, are Major General John Patton, Major General Martin Foery, Rear Admiral Chester Taylor and Major General Clarence Davies.

that the reserve forces' entire effort is behind them."

The task force will report to the Reserve Forces Policy Board during its quarterly meetings. The board, in turn, will report to the secretary of defense through Roger Kelley, assistant secretary of Defense (Manpower and Reserve Affairs).

Mr. Kelley said he was delighted that the board responded

(Continued on Page 7)

Keep Program Categories Under Budget System

(Continued from Page 1)

face with, and pickup from, guidance of the National Security Council. With NSC revitalization Defense planning has been geared to accommodate the resources of this organization.

Still another change is the analytical input. This has been shifted from Systems Analysis and DDR&E, which have originated a lot of the analysis concerning requirements and how they should be met. This has been shifted to the Services which will be doing most of the analytical input. The recommendations will be reviewed by the OSD staff.

The Defense Department's new budget system does not change the Program Categories which include strategic forces, general purpose forces, intelligence and communications, airlift and sealift, mobility forces, guard and reserves, research and development, supply and maintenance, personnel functions, administration and military assistance.

Preparation of FY '72 Budget Underway

Preparation of the FY 1972 budget really began this past October with the publication of the Joint Strategic Objectives Plan (JSOP). The Joint Chiefs take the JSOP as a jumping-off point. They consider the world, area by area, and determine the military strategy area by area. Their decisions are based on NSC decisions, guidance and intelligence estimates, and the Services have also made their individual comments.

At this point a new step introduced in the budget preparation cycle comes into play. It is an OSD response to the JSOP.

Almost immediately there will be an OSD document coming back down to the JCS which will contain approval by the SecDef with those modifications he feels are necessary.

It is anticipated there will be a draft of Strategic Guidance Memorandum in December and its final issuance is due January 15. Simultaneous with that another new step enters the picture. At this time the fiscal guidance will be issued. This guidance contains the over-all fiscal constraint numbers which will be imposed upon the JCS and the Services.

The fiscal guidance document will be based on what JSOP wants, what the economy looks like and how the domestic requirements appear to shape up. The key point is to let the Services have as much flexibility as possible and still stay within the over-all number. The Services may, if they wish, propose changes, and both the JCS and Services will have a chance for comments.

Independent of the fiscal guidance document coming down in draft form about January 15, the JCS will issue Volume II of the JSOP just as it has in the past. This is the force levels and the force costs required as to the strategy in Vol. I of the JSOP. It is an unconstrained and unrestrained force. It should be noted that the tentative fiscal guidance does come out before the JCS publishes Vol. II of the JSOP, but it must be appreciated that the JCS publish it about three weeks after the tentative fiscal guidance is issued and they've been working on it for months.

By March 4 all comments will be in on the Fiscal Guidance Memorandum and another step occurs which is the issuance of the final fiscal guidance by OSD. This provides firm fiscal guidance.

By mid-April a smoothing out process is in effect. Assuming there is a gap between the fiscal guidance paper and JSOP II something has to be done and the response to that is an updated JCS JSOP Vol. II. It is called the Joint Force Memorandum and contains two factors: A complete update of JSOP II to reflect the fiscal guidance (perhaps to compress the force or perhaps to re-balance completely within the force, but not to lop off low priority items. Too, there may be complete re-juggling of the figures.

Another point made in the updated JSOP is the JCS assessment of the risks it contains, both the fiscally constrained forces recommended by the JCS and also their assessment of the risks that could be incurred by going down to this over-all force level. Both items must be checked carefully and it is the OSD and the Services which make the review.

By mid-May the Services issue what is called the Program Objective Memorandum. It is a single memorandum for each Service and Agency. It contains all of the resources a specific organization feels are required in order to execute its responsibilities as contained in the Joint Force Memorandum. It is here the Services get down to specifics as to what planes, hardware, etc. are needed. Originated by the Services, the POM is equivalent to the draft Presidential Memorandum that was a part of the previous administration's system. Beginning in June and continuing through August the OSD will be reviewing the Program Objective Memorandum—a piece at a time—and issues Program Decision Memoranda that are used to update the FYDP.

Cycle Includes Discussion Period

The thought here is that, as in the past, the Services may not agree with some of the decisions that are made by OSD, although they will be getting the Memorandums as they come out—mostly for information. For this reason a "crunch" point has been built into the cycle which provides an opportunity for all of the principals—the SecDef, the Chiefs, Secretaries—to sit around a table and really resolve the tough ones. This comes about August 15 and is the last final hard decision that has to be made. Also, it is the final decision point which would update the FYDP.

It is anticipated that about August 15 there will be an updated Defense program which doesn't have the phenomena that FYDP's have had before. That is the fact that if you looked out one year beyond the budget there was always a large pile of requirements that had to be deferred—perhaps for a year. The effort has been to smooth out this situation.

Since it is smoothed out, and since there is a realistic program, the Services should then be able to break off the nearest year of the FYDP and translate it directly into the budget.

The budget is expected to be ready by October 1, as before. It then will be reviewed, probably until December 15 before it is transmitted to the Bureau of the Budget, and finally to the President.

The final result of all efforts expended by many people is a realistic Five Year Defense Program and budget.

General Ryan Assesses Air Force Progress, Goals

Where does the active Air Force stand in terms of progress toward a number of its important goals?

General John D. Ryan, Air Force chief of staff, answered that question in a speech at the National Guard Conference in Mobile, Ala., Oct. 14, and called the situation difficult and demanding, but said, "there is still no occasion for passing around the crying towel."

The problem, as Gen. Ryan sees it, calls for a realistic view of the competition for funds and the consequent need for tight controls on funding for all national programs—including defense.

"A recognition that government leaders consider these controls to be essential elements of a sound fiscal policy will go a long way toward keeping us within reasonable limits in developing our proposals for new programs," he said.

Gen. Ryan observed that it would be best to "take first things first" by reviewing a few specific portions of the current budget.

"This is something," he said, "that we have to come to grips with before our treatment of priorities can make any sense at all."

Over the past several months, Gen. Ryan explained, the Air Force budget for Fiscal Year 1970 has taken cuts totaling roughly \$2.7 billion. In the process of reviews leading to the most recent cuts, the new Administration has at the same time provided support for some programs of greatest importance.

These include the Advanced Manned Strategic Aircraft—now designated as the B-1—the F-15 air superiority fighter and a new satellite missile warning system.

Yet even with these new and much needed programs, Gen. Ryan continued, we are making only limited progress toward modernizing our force. And there are still a lot of hurdles to take on funding before we can be confident of adding some of our most promising systems to the inventory in significant quantities.

Moving to the primary categories of mission responsibility, Gen. Ryan first considered how the situation affects the outlook for strategic offense.

Here is his assessment:

"In the ICBM element of our strategic forces, we have made considerable

progress in replacing the Minuteman I with the more advanced Minuteman II. However, we have a requirement to modernize our missile force still further with the Minuteman III—the first weapon that will be able to deliver Multiple Independently Targeted Re-entry Vehicles.

"We have demonstrated our ability to master the new technology required for Minuteman III through a series of highly successful test flights for this system. But the stretch-outs resulting from reductions in the budget for Fiscal 1970 will cause some delay in adding this new missile to our inventory.

"Where further improvements in the ICBM force are concerned, we are making some progress in developing a Hard Rock Silo. This facility would increase the survivability of our missiles and maintain the effectiveness of the Minuteman force through the late '70s. It would also accommodate an advanced ICBM for which we now have only a small technology effort in the mill."

Turning to heavy and medium bombers, Gen. Ryan said "we have undergone a continuous reduction in numbers since

1965 when we had about a thousand of this type aircraft in our force. The further reductions that are now under consideration could cut our bomber force to roughly half that number by mid-1970."

He said that the FB-111s being brought into the force will make a valuable contribution to the strategic mission. He added, "I am also convinced that we need to move ahead with the new B-1, and we are fortunate to have gained further support for the full-scale engineering development of that aircraft."

He said the characteristics the Air Force wants in the B-1 include supersonic speed, long-range at low altitude, improved navigation and bombing accuracy, a greater payload and a much smaller radar signature than the B-52.

By combining these improvements, he continued, this aircraft will provide our national leadership with a wide range of employment options at any level of conflict. In short, he said, the B-1 will include the best features of the B-52 and the FB-111—and will offset the weaknesses of both.



WHAT'S UP IN SPACE—The score on the number of objects in space and what nations put them there is explained to Brigadier General J. Oster of Germany during a visit to the North American Air Defense Command's Space Defense Center inside Cheyenne Mountain, Colorado Springs, Colo. Briefing him on how NORAD catalogues space objects is Air Force Major Theodore A. Cannon, duty senior director at the center. They are holding a piece of space debris—part of a Saturn rocket body that was used to boost an unmanned Apollo into space last year.

U. S. Policy in Latin America - II

ACTION FOR PROGRESS

In a major policy statement on Oct. 31, President Nixon announced the new administration's Latin American policy and described its goal as a decade of "Action for Progress."

The President pointed out that his suggestions for new directions in U.S. policy were shaped by his own trips to Latin countries, by Governor Nelson Rockefeller's report on his recent tour, and by some of the views expressed in the Consensus of Viña del Mar. This document, listing requests for cooperation agreed to by 19 Latin governments at a meeting in May in Viña del Mar, Chile, was delivered to Mr. Nixon last June.

The views expressed in the Consensus were reflected in a recent speech by Señor Galo Plaza of Ecuador, Secretary General of the Organization of American States. Excerpts from his address were published in COMMANDERS DIGEST on Nov. 15 as Part I of "U.S. Policy in Latin America." Below is Part II: excerpts from the President's statement of Oct. 31.

For years, we in the United States have pursued the illusion that we alone could re-make continents. Conscious of our wealth and technology, seized by the force of good intentions, driven by habitual impatience, remembering the dramatic success of the Marshall Plan in postwar Europe, we have sometimes imagined that we knew what was best for everyone else and that we could and should make it happen. Well, experience has taught us better.

What I hope we can achieve, therefore, is a more mature partnership in which all voices are heard and none is predominant.

A New Approach

Tonight, I offer no grandiose promises and no panaceas. I do offer action. The actions I propose represent a new approach. They are based on five principles:

- First, a firm commitment to the Inter-American system, to the compacts which bind us in that system—as exemplified by the Organization of American States and by the principles so nobly set forth in its charter.
- Second, respect for national identity and national dignity, in a partnership in which rights and responsibilities are shared by a community of independent states.
- Third, a firm commitment to continued U.S. assistance for Hemispheric development.
- Fourth, a belief that the principal future pattern of this

assistance must be U.S. support for Latin American initiatives, and that this can best be achieved on a multilateral basis within the inter-American system.

- Finally, a dedication to improving the quality of life in this new world of ours—to making people the center of our concerns, and to helping meet their economic, social and human needs.

Many voices from the Americas in these first months of our

'Our goal for the 70's should be a decade of Action for Progress for the Americas.'

new Administration . . . have told us they wanted fewer promises and more action. They have told us that the U.S. aid programs seemed to have helped the United States more than Latin America. They have told us that our trade policies were insensitive to the needs of other American nations.

Intended As Examples

In proposing specific changes tonight, I mean these as examples of the actions I believe are possible in a new kind of partnership in the Americas.

I propose that a multilateral inter-American agency be given an increasing share of responsibility for development assistance decisions. CIAP—the Inter-American Committee for the Alliance for Progress—could be given this new function. Or an entirely new agency could be created within the system.

One of the areas most urgently in need of new policies is the area of trade . . . In order to finance their import needs and to achieve self-sustaining growth, the other American nations must expand their exports.

Most Latin American exports now are raw material and foodstuffs. We are attempting to help the other countries of the Hemisphere to stabilize their earnings from these exports, to increase them as time goes on.

Increasingly, however, those countries will have to turn more toward manufactured and semi-manufactured products for balanced development and major export growth. Thus they need to be assured of access to the expanding markets of the industrialized world . . .

For several years now, virtually all loans made under U.S. aid programs have been "tied"—that is, as you know, they have been encumbered with restrictions designed to maintain

U.S. exports, including a requirement that the money be spent on purchases in the U.S.

In June, I ordered the most cumbersome restrictions removed. In addition, I announce tonight that I am now ordering that effective Nov. 1, loan dollars sent to Latin America under AID be freed to allow purchases not only here, but anywhere in Latin America.

U. S. Private Investment

For a developing country, constructive foreign private investment has the special advantage of being a prime vehicle for the transfer of technology. And certainly, from no other source is so much investment capital available.

As we have seen, however, . . . a capital-importing country [must] expect a serious impairment of its ability to attract investment funds when it acts against existing investments in a way which runs counter to commonly accepted norms of international law and behavior. Unfortunately, and perhaps unfairly, such acts in one of the Americas affect investors in the entire region.

We will not encourage U.S. private investment where it is not wanted or where local conditions face it with unwarranted risks. But I must state my own strong belief, and it is this: I think that properly motivated private enterprise has a vitally important role to play in social as well as economic development in all of the nations. We have seen it work in our own country. We have seen it work in other countries, whether they



'A firm commitment to continued U. S. assistance for Hemispheric development.'

'For years we in the United States have pursued the illusion that we alone could re-make continents.'

are developing or developed, other countries that lately have been recording the world's most spectacular rates of economic growth.

In the Consensus of Viña del Mar, we were asked for an unprecedented effort to share our scientific and technical capabilities.

This, I pledge to you tonight: The nation that went to the moon in peace for all mankind is ready, ready to share its technology in peace with its nearest neighbors.

Explosive Forces

And now, my friends in the American family, I turn to a sensitive subject. Debates have long raged, raged in the U.S. and elsewhere, as to what our attitude should be toward the various forms of government within the Inter-American system.

My own country lives by a democratic system which has preserved its form for nearly two centuries. It has its problems. But we are proud of our system. We are jealous of our liberties. We hope that eventually most, perhaps all, of the world's people will share what we believe to be the blessings of a genuine democracy.

We are aware that most people today in most countries of

the world do not share those blessings. I would be less than honest if I did not express my concern over examples of liberty compromised, of justice denied or of rights infringed.

Nevertheless, we recognize that enormous, sometimes explosive, forces for change are operating in Latin America. These create instabilities, and bring changes in governments. On the diplomatic level, we must deal realistically with governments in the Inter-American system as they are.

However, I would stress one other point. We cannot have a peaceful community of nations if one nation sponsors armed subversion in another's territory. The Ninth Meeting of American Foreign Ministers clearly enunciated this principal. The "export" of revolution is an intervention which our system cannot condone, and a nation like Cuba which seeks to practice it can hardly expect to share in the benefits of this community.

For three-quarters of a century, many of us have been linked together . . . in a joint quest for a better future . . . We have joined in a noble Alliance for Progress, whose principles still guide us. Now I suggest our goal for the 70's should be a decade of Action for Progress for the Americas.

As we seek to forge a new partnership, we must recognize that we are a community of widely diverse peoples. Our cultures are different. Our perceptions are often different. Our emotional reactions are often different. May it always be that way. What a dull world it would be if we were all alike. Partnership—mutuality—these do not flow naturally. We have to work at them.

As we look together down the closing decades of the century, we see tasks that summon the very best that is in us. But those tasks are difficult, precisely because they do mean the difference between despair and fulfillment for most of the 600 million people who will live in Latin America in the year 2000. Those lives are our challenge.

Unity, Peace With Honor Theme of Veterans Day Speech By VA Director

The need for unity to cure this nation's ills, and "what we can do to help achieve a peace with honor" highlighted a Veterans Day speech by Donald E. Johnson, administrator of the Veterans Administration.

Following are his remarks:

President Nixon has given me the high honor of representing him at this Veterans Day National Ceremony.

President Nixon's Veterans Day proclamation . . . and the separate Veterans Day message which he sent to all of our hospitalized veterans . . . bespeak more eloquently than any words of mine his great esteem for America's veterans . . . his constant concern for their welfare . . . and his firm resolve that their government shall care for them and for their widow and their orphan.

I do not bring you President Nixon's message. And I do not presume to speak for him. However, I do know how dedicated he is to the task of achieving the theme of Veterans Day 1969 . . . **PEACE WITH HONOR.**

And we all know of his fervent hope for the understanding, the support, and the prayers of the American people.

Thus . . . as we pause today to remember . . . and to thank America's veterans of all wars for their service and sacrifice that all of us might live in freedom . . . let us ask ourselves:

What can we do . . . we citizens, Americans all . . . what can we do to help achieve **PEACE WITH HONOR?**

We can begin by recognizing the truth.

No American can quarrel with the noble and eternal goal of **PEACE WITH HONOR.**

But some of our people disagree today over the means . . . the strategy, if you like . . . of achieving this goal in Vietnam.

To those who may think . . . or would have others think . . . that they alone understand and abhor the suffering and savagery of war . . . to them I say now that they do an injustice to America's 40 million veterans, living and dead.

And they deceive themselves.

'For America's veterans . . . there has never been a 'popular' war . . . nor a cause for which they eagerly sought to die.'

Our honored war dead desired and deserved to live just as much as any citizen of our nation.

And our disabled veterans would welcome a moratorium in



Donald E. Johnson

the pain and illness and injuries they now endure.

But they answered freedom's call because they understood freedom's cost.

In his inaugural address . . . President Nixon said that the greatest honor history can bestow is the title of peacemaker.

He is right.

However, on this day when we recognize and applaud honor and courage and duty . . . as exemplified by our veterans . . . on this day I would call the attention of all Americans to an inspiring inscription.

It is engraved on the Confederate War Memorial a short distance from this amphitheater in Arlington National Cemetery.

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**NOT FOR FAME OR REWARD
NOT FOR PLACE OR FOR RANK
NOT LURED BY AMBITION
OR GOADED BY NECESSITY
BUT IN SIMPLE OBEDIENCE TO DUTY
AS THEY UNDERSTOOD IT
THESE MEN SUFFERED ALL
SACRIFICED ALL
DARED ALL
AND DIED**

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We, the living, also have a duty.

A duty to unify America. A duty to bring together our great and good people.

The unity that has always been the bed-rock of America needs expression today more than at any time in the past century.

Not as a facade . . . but as the firm foundation for the future
(Continued on Next Page)

Reserve Forces Assist Domestic Action Programs

(Continued from Page 1)

quickly to the Domestic Action Program, and in a manner "which is very intelligent and practical, so far as the objectives are concerned."

The assistant secretary feels reserve components can respond quickly and with understanding to domestic and city problems, particularly in areas which have no major military installations.

"So we see the reserve mission in connection with this domestic action as being very primary and very important to the total accomplishment," Mr. Kelley said.

He pointed out that none of the Reserve Domestic Action Programs is expected to be carried out if the affect would be to dilute or impair the effectiveness of the primary military responsibility. He also said no program should be started if it would mean having to increase the budget of the military or defense organization.

Mr. Kelley estimates that during the past summer, Domestic Action Programs reached 275,000 young people who suffer educational, cultural or neighborhood disadvantages.

Gen. Davies said the military role in solving domestic

problems can be "a very valuable, skillful and stimulating experience."

Gen. Foery also thinks Domestic Action is feasible, but says, "I would be less than honest as a commander if I didn't say that my primary responsibility as a combat division commander is to address myself to my military mission.

"But, by the same token, in the National Guard there are many men who possess a variety of skills and ability and perhaps these abilities and skills can be utilized to ease some of the problems in our local areas."

The Naval Reserve community also can contribute in a "very worthwhile fashion," according to Adm. Taylor. He cites the Navy League's Sea Cadet program as an example of one aimed at helping young people.

"We have about 30 midshipmen at Annapolis who are products of the cadet program, and we feel that these boys get a taste and love of the sea which is not only good for the country, but is very good for the boy," the admiral said.

The Reserve Forces Policy Board is the principle policy advisory group on all matters affecting the Reserve components. The board's chairman is former under secretary of the Army John Slezak, who is assisted by Air Force Major General John Patton, military executive.

Unity, Peace With Honor . . .

(Continued from Preceding Page)

America of freedom and opportunity and justice which we must build for ourselves and for our posterity.

As we build this future . . . on a foundation of unity . . . not unanimity . . . in our land . . . our citizens, Americans all, can learn from the veterans we honor today.

In battle . . . our veterans freely admitted the toughness of their enemy.

But they summoned forth the courage to attack him.

And they gained the confidence to defeat him.

We, too, need candor and courage and confidence.

Candor to admit the toughness of the problems we face at home and abroad.

Courage to do the difficult, to bear the costs . . . in understanding and fortitude as well as in money . . . demanded by these problems.

And confidence that peace will be won . . . and the wrongs that make us a less perfect union will be righted . . . if we but carry on.

It is precisely because America's veterans have demonstrated their love of our country . . . their understanding of the cost of freedom . . . and their leadership as responsible citizens . . . that we can use this day set aside to honor them to call for a new depth . . . a new era . . . of unity.

Unity to save the America for which they have sacrificed so much . . . and which they have served . . . and still serve . . . so well.

Our veterans need no spokesman. For nearly two centuries . . . their valor has been their valedictory.

But it is gratifying . . . indeed inspiring . . . to note that

today . . . in Veterans Day ceremonies throughout our land . . . thousands of Americans are speaking up . . . proudly proclaiming their unashamed love of America . . . and urging the overwhelming silent majority of their fellow-Americans to join them in this declaration of love for . . . and faith in . . . our great country.

I believe sincerely that our honored war dead . . . to whom we pay special tribute today . . . would approve of this use of their "DAY."

'The America they felt was worth fighting for is not a perfect America . . . But only a united America can win the peace for which we all yearn . . . and for which we should all pray.'

Only a united people will have the will and the strength and the determination to curb inflation . . . combat crime . . . cleanse our waters and our air . . . alleviate poverty . . . end discrimination . . . train the undereducated . . . provide meaningful work for the underemployed . . . and cure the other ills that beset us.

On this Veterans Day, then, let us pledge and let us act to make our beloved country . . . in fact as well as in name . . . the *United States of America*.

To succeed in this difficult but vital task will be to insure that no veteran shall have served in vain.

Guard Urged to Help Solve Domestic Ills

National Guardsmen have a unique opportunity to play a vital role in solving domestic problems, Roger T. Kelley, Assistant Secretary of Defense (Manpower and Reserve Affairs) told members of the National Guard Association.

During statements at the association's convention in Mobile, Ala., Mr. Kelley urged them to "take home a renewed sense of dedication to help get the solutions to the domestic difficulties wracking our nation, and particularly our cities."

He continued:

"The professional military man will spend his career in a number of different locations. National Guardsmen, on the other hand, have a vital personal stake in the health of their own communities. You know personally many of the people who need help . . . (and) many of the problems which need solving. You have insights that few others have as to how best to help.

"I am convinced that our nation's domestic problems are not going to be solved by a magic wand we have in Washington. I am convinced that this broad national problem will be solved only as individuals and groups grab a piece of the problem and truly get involved in solving it. So let each Guard unit do what some have done—namely identify a local need and try to do something about it."



OBSERVE SOVIET LAUNCHER—General James H. Polk (front center), commander-in-chief, U. S. Army Europe and Seventh Army, Major General Seigfried Schultz (right), commanding general, 10th Panzer Grenadier Division, and Colonel Paul A. Baltes, (left), commandant, Seventh Army Training Center, observe the firing of a Soviet RPG-7 Anti-Tank launcher with other German and U. S. staff officers. An example is displayed by Col. Baltes. (Photo by Sp6 Harold W. Shaner)

New Family of Computer Systems Approved

A plan to acquire a new family of standardized computer systems for use in the World-Wide Military Command and Control System (WWMCCS) has been approved by Deputy Secretary of Defense David Packard.

The plan includes authorization to purchase, over the next two or three years, at least 34 new computing systems, with an option to purchase 53 more. Unit system costs are expected to vary from \$1 to \$5 million.

The standardized systems will also be used in the portion of the Intelligence Data Handling System (IDHS) which works closely with the WWMCCS, and, on a selected basis, in certain subordinate operational headquarters if approved by the Secretary of Defense.

The Air Force Electronics System Division will be responsible for purchasing the systems, and the Joint Chiefs of Staff will be responsible for allocating the machines.

The advantages of acquiring a standard family of computers, a Defense announcement said, include: improved data interchange and data distribution, less duplication, lower unit costs, elimination of the costs in time and money for individual selection processes, better utilization and performance of computers, operational and maintenance personnel, and reduced costs associated with training and logistical support.



VISITS WAR COLLEGE—During a visit to the Army War College, Carlisle Barracks, Pa., Senator Margaret Chase Smith received a tour of the Army's senior school by the deputy commandant Brigadier General Michael J. L. Greene. The senator from Maine was briefed on the college's mission and met with faculty members and students from Maine.

COMMANDERS DIGEST

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